

1996 INDEX

TO

Quality Progress

Features

Auditing

After the Quality Audit: Closing the Loop on the Audit Process, J.P. Russell and Terry Regel (June, p. 65)
Process-Product Integrity Audits: A Hardware Auditing Technique for the '90s, Michael J. Taylor (Feb., p. 81)

Customer Loyalty

Americans' Nostalgic Affair With Loyalty, Karen Bemowski (Feb., p. 33)
Customer Loyalty: Playing for Keeps, Laura Struebing (Feb., p. 25)

Customer Satisfaction

Five Myths About Customer Satisfaction, Jarrett Rosenberg (Dec., p. 17)

Directories

1996 QA/QC Services Directory, Laura Struebing and Mary Rose Wallus (Sept., p. 23)
1996 QA/QC Software Directory, Laura Struebing (April, p. 31)

Education

1996 Quality in Education Listing, Leigh Ann Klaus (Aug., p. 29)
Are Students the True Customers of Higher Education? Mete Sirvanci (Oct., p. 99)
And the Award Goes To..., Homer H. Johnson (June, p. 83)
Can U.S. Schools Be Managed for Improvement? Leonard Cummings and Jim Lunsford (Oct., p. 75)
A Case for Koalaty Kid, Donna Green (Aug., p. 97)
How TQM Can Work in Education, Kathleen A. Sharples, Michael Slusher, and Mike Swain (May, p. 75)
The Next Generation of School Reform, L. David Weller (Oct., p. 65)
The Realistic Model of Higher Education, Duncan Bailey and Jerome V. Bennett (Nov., p. 77)
Relearning the Learning Process, Barbara A. Cleary (April, p. 79)
Sharing the Wealth: TQM Spreads From Business to Education, Robert Manley and John Manley (June, p. 51)
What Should Higher Education Be Teaching About Quality? James R. Evans (Aug., p. 83)
The Zealots and the Old Guard, Mimi Wolverton (Jan., p. 65)

Government

Making the Big U-Turn, National Performance Review staff (March, p. 59)
Presidential Candidates Tackle Today's Quality Issues, Brad Stratton (Oct., p. 45)

Health Care

Reengineering in Health Care: Chain Hand-Offs and the Four-Phase Work Cycle, Edward Chaplin (Oct., p. 105)

History

Don't Throw Scientific Management Out With the Bathwater, Michael G. Freeman (April, p. 61)
Not the Best Years of Their Lives, Brad Stratton (May, p. 24)

Human Resources

The Bossless Performance Review, Charles F. Fitzsimmons (June, p. 77)
Creativity and Improvement: A Vital Link, Lloyd P. Provost and R.M. Sproul (Aug., p. 101)
An Incentive Compensation Plan With an Eye on Quality, Robert H. Kluge (Dec., p. 65)

Malcolm Baldrige National Quality Award (MBNQA)

Baldrige Award Celebrates Its 10th Birthday With a New Look, Karen Bemowski (Dec., p. 49)
The Eastman Way, Weston F. Milliken (Oct., p. 57)
The Journey Might Wander a Bit..., Karen Bemowski (May, p. 33)

Management

Are You Listening? Roger E. Breisch (Jan., p. 59)
Automation Doesn't Automatically Solve Problems, John K. Hawley (April, p. 59)
Becoming Partners With Internal Customers, James H. Drew and Tye R. Fussell (Oct., p. 51)
Leaders on Leadership, Karen Bemowski (Jan., p. 43)
Love and Profit: Finding the Balance in Life and Work, James Autry (Jan., p. 47)
Maximizing the Value of Customer Feedback, John Goodman, David DePalma, and Scott Broetzmann (Dec., p. 35)
The Pursuit of Happiness, Thomas Pyzdek (May, p. 92)
The Secrets of Improvement-Driven Organizations, Stephen L. Yearout (Jan., p. 51)
Timely Management Action Can Help Protect Profitability, Anibal Joseph Mayor (Feb., p. 45)
Trading Places: A New Way to Break Down Old Barriers, Marty Duhatschek and Dan Stoelb (Feb., p. 97)
Xerox 2000: From Survival to Opportunity, Richard J. Leo (March, p. 65)
Yes, It Makes a Difference! Frederick W. Nickols (Jan., p. 83)

National Quality Month (NQM)

Something Old, Something New, Karen Bemowski (Oct., p. 27)
VIA Rail Puts the Brakes on Runaway Operations, Karen Bemowski (Oct., p. 37)

Performance Measurement

How to Measure Continuous Improvement, David K. Wetzel and Gary P. Maul (Dec., p. 41)
Measuring for Excellence, Laura Struebing (Dec., p. 25)
Measuring Performance With Customer-Defined Metrics, Mark W. Morgan (Dec., p. 31)

Planning for Quality

Consult Your Customers Before Making Plans, Forler Massnick (Nov., p. 95)

Quality Profession

A Darwinian Future Is Looming..., Paul E. Wilson (July, p. 45)
Everyone Benefits From Guaranteed Employment Security, George Becker (July, p. 65)

The Evolution of a QC Guy, Christopher J. Cremer (July, p. 42)
 The Future of the Quality Profession, Brad Stratton (July, p. 26)
 A Look at the Past to Predict the Future, Mark Gershon (July, p. 29)
 More Voices Speak Out on the Future of the Quality Profession, Brad Stratton (Dec., p. 73)
 Obstacles vs. Obsolescence, Marilyn Hanchett (July, p. 37)
 On Futures Thinking: Trends, Scenarios, Visions, and Strategies, Clement Bezold (July, p. 81)
 Quality, the Future, and You, David B. Luther (July, p. 68)
 Quality and Its Environment in 2010, ASQC Futures Team (July, p. 71)
 Quality Progress' 1996 Salary Survey, Karen Bemowski (Nov., p. 31)
 Rethinking Traditional Quality Assurance, Rick Sutter (July, p. 40)
 Survival for Quality and Unions, Sidney Rubinstein and John Ryan (July, p. 50)
 Trends and Key Forces Shaping the Future of Quality, Atul Dighe and Clement Bezold (July, p. 89)
 The UAW Continues Its Efforts to Improve Quality, United Auto Workers (July, p. 62)
 Unions and Quality Professionals Need to Work Together to Avoid Tragedy, Irv Bluestone (July, p. 54)
 The U.S. Economy Needs a Productivity Boost, Lynn R. Williams (July, p. 56)
 What's the Long-Term Cost of Short-Term Profits? Morton Bahr (July, p. 58)
 Where Will They Fit In? Lori L. Silverman and Annabeth L. Propst (July, p. 33)

Self-Improvement

Are You a Right-Brain or Left-Brain Thinker? John R. Dew (April, p. 91)

Small Business

Small Companies Learn How to Design in Quality, Marie Gaudard, Jill Schoof, and Joseph J. Paterno (Feb., p. 51)

Special Report

Connecting With Customers and Other Sage Advice, Brad Stratton (Feb., p. 58)
 Eugene L. Grant: 1897-1996, Laura Struebing (Nov., p. 81)
 A Nation Reconstructed, Roger D. Hart and Sheryl L. Cooley (Sept., p. 136)
 Quality, Innovation, and Spontaneous Democracy, Brian L. Joiner (March, p. 51)
 Research for the Next Generation of Quality (Oct., p. 81)

Standards

9000 Standards? Laura Struebing (Jan., p. 23)
 Behind the Stars and Stripes: Quality in the U.S.A., Rachel Hilary (Jan., p. 31)
 Continuous Improvement Through the QS-9000 Road Map, Mike Lovitt (Feb., p. 39)
 Eating the Elephant One Bite at a Time, Malcolm L. Macfarlane (June, p. 89)
 Eight-Step Process to Successful ISO 9000 Implementation: A Quality Management System Approach, Lawrence A. Wilson (Jan., p. 37)
 European Standards Officials Push Reform of ISO 9000 and QS-9000 Registration, Amy Zuckerman (Sept., p. 131)
 Implementing the ISO 9000 Standards in Belgium, Daniel Vloeberghs and Jan Bellens (June, p. 43)
 Integrating ISO 9001 and ISO 14001, Alice B. Beechner and James E. Koch (Dec., p. 19)
 A Report From the Automotive Trenches, Gerald Harrison (June, p. 35)
 Seven Ways to Make Money From ISO 9000, Michael J. Scotto (June, p. 39)
 The TQEM-ISO 14001 Connection, Caroline O. Hemenway and Gregory J. Hale (June, p. 29)

Statistical Process Control (SPC)

Another Look at "A Graphical Exploration of SPC" (Nov., p. 85)
 A Graphical Exploration of SPC, Part 1, Robert W. Hoyer and Wayne

C. Ellis (May, p. 65)
 A Graphical Exploration of SPC, Part 2, Robert W. Hoyer and Wayne C. Ellis (June, p. 57)

Supplier Quality Assurance (QA)

Five Ways to Improve the Contracting Process, Pete Hybert (Feb., p. 65)
 Implementing a Supplier Scorecard Program, Mahesh P. Desai (Feb., p. 73)

Survey Development and Administration

Eight Points for More Useful Surveys, Glenda Y. Nogami (Oct., p. 93)

Teamwork

How to Get Nonbelievers to Participate in Teams, Michael Jaycox (March, p. 45)
 How to Prevent Teams From Failing, John D.W. Beck and Neil M. Yeager (March, p. 27)
 Self-Directed Work Teams: A Guide to Implementation, Michael W. Piczak and Reuben Z. Hauser (May, p. 81)
 Teamwork Brings Breakthrough Improvements in Quality and Climate, Steven Crom and Herbert France (March, p. 39)
 What Benchmarking Books Don't Tell You, Sarah Lincoln and Art Price (March, p. 33)
 What to Look for in a Group Facilitator, Sandor P. Schuman (June, p. 69)

Total Quality Management (TQM)

Law Firm Pioneers Explore New Territory, Nancy Blodgett (Aug., p. 90)
 Leave Your Soft Drinks (and Sanity) at the Door, Delores Hemphill (April, p. 69)
 Math Programming's Potential to Aid TQM Implementation, John J. Lawrence (Jan., p. 76)
 Overcoming the Barriers to TQM's Success, Robert J. Masters (May, p. 53)
 TQM and Human Nature: Getting Beyond Organizational Misconceptions, John P. Scully (May, p. 45)
 TQM, Reengineering, and the Edge of Chaos, Lawrence P. Leach (Feb., p. 85)
 TQM Requires the Harnessing of Fear, Clive Shearer (April, p. 97)

Book Reviews

Academic Initiatives in Total Quality for Higher Education, Harry V. Roberts, editor (Aug., p. 138)
Achieving Cost-Efficient Quality, Graham W. Parker (July, p. 124)
An Action Guide to Making Quality Happen, Robert Damelio and William Englehardt (May, p. 160)
After the Quality Audit: Closing the Loop on the Audit Process, J.P. Russell and Terry Regel (Nov., p. 129)
Aviation Industry Quality Systems: ISO 9000 and the Federal Aviation Regulations, Michael J. Dreikorn (Feb., p. 122)
The Best On Quality, Volume 5, John D. Hromi, editor (Feb., p. 122)
Best Practices in Reengineering: What Works and What Doesn't in the Reengineering Process, David K. Carr and Henry J. Johansson (Jan., p. 129)
The Change Management Toolkit for Reengineering: A Step-by-Step Methodology for Successfully Implementing Dramatic Change, Gary Skarke, Bill Rogers, Dutch Holland, and Diane Landon (July, p. 124)
Common Sense Government Works Better & Costs Less, Al Gore's third report of the National Performance Review (Aug., p. 138)
Creating Quality: Concepts, Systems, Strategies, and Tools, William J. Kolarik (March, p. 106)
Creating the Resilient Organization: A Rapid Response Management Program, Edward Deevy (July, p. 124)
Customer Satisfaction Measurement and Management, Earl Naumann and Kathleen Giel (Jan., p. 129)
Engineering Methods for Robust Product Design: Using Taguchi Methods in Technology and Product Development, William Y.

- Fowlkes and Clyde M. Creveling (June, p. 125)
Engineering Optimization: Theory and Practice, third edition, Singiresu S. Rao (Dec., p. 113)
Fundamentals of Quality Auditing, B. Scott Parsowith (Jan., p. 130)
The Great Transition: Using the Seven Disciplines of Enterprise Engineering to Align People, Technology, and Strategy, James Martin (Dec., p. 113)
High Performance Benchmarking: 20 Steps to Success, H. James Harrington and James S. Harrington (Oct., p. 145)
High Performing Colleges: The Malcolm Baldrige National Quality Award as a Framework for Improving Higher Education, Daniel Seymour & Associates (Sept., p. 189)
A History of Managing for Quality, J.M. Juran, editor in chief (April, p. 129)
How to Document ISO 9000 Quality Systems: Advice on What Documents to Write and How to Write Them, Barry Fisher (June, p. 125)
Implementing Total Quality, David L. Goetsch and Stanley Davis (July, p. 124)
Implementing TQM in Small & Medium-Sized Organizations: A Step-by-Step Guide, Richard M. Hodggets (Aug., p. 140)
Industry's Guide to ISO 9000, Adedeji B. Badiro (March, p. 106)
Integrating QS-9000 With Your Automotive Quality System, D.H. Stamatis (July, p. 125)
Integrating Reengineering With Total Quality, Joseph N. Kelada (Aug., p. 140)
Introduction to Modern Statistical Quality Control and Management, J.A. Swift (March, p. 107)
The Invisible Assembly Line: Boosting White-Collar Productivity in the New Economy, Daniel Stamp (June, p. 125)
ISO 9000 Implementation for Small Business, James Lamprecht (Sept., p. 189)
ISO 9000 Made Easy: A Cost Saving Guide to Documentation and Registration, Amy Zuckerman (Jan., p. 131)
The ISO 9000 Workbook, Greg Hutchins (July, p. 125)
The ISO 14000 Handbook, Joseph Cascio, editor (Dec., p. 113)
Keeping Score: Using the Right Metrics to Drive World-Class Performance, Mark Graham Brown (Oct., p. 145)
Leading the Transition: Management's Role in Creating a Team-Based Culture, Wilbur L. Pike III (June, p. 125)
Making Training Work: How to Achieve Bottom-Line Results and Lasting Success, Berton H. Gunter (Sept., p. 195)
Managing the Change Process: A Field Book for Change Agents, Consultants, Team Leaders, and Reengineering Managers, David K. Carr, Kelvin J. Hard, and William J. Trahan (Oct., p. 146)
Managing by Fact: The Results-Oriented Approach to Quality, Tomozo Kobata (Sept., p. 195)
Managing Records for ISO 9000 Compliance, Eugenia K. Brumm (May, p. 160)
Managing Risks and Decisions in Major Projects, John C. Chicken (May, p. 160)
A Manufacturing CEO's Secret Tips for Improving Profit, Richard Ludwig (Nov., p. 129)
Manufacturing Solutions for Consistent Quality & Reliability: The Nine-Step Problem-Solving Process, Robert W. Traver (April, p. 134)
Manufacturing for Survival: The How-To Guide for Practitioners and Managers, Blair R. Williams (Sept., p. 195)
Meeting ISO 9000 in a TQM World, second edition, Allan J. Sayle (March, p. 108)
Mentoring Strategic Change in Health Care: An Action Guide, Chip Caldwell (Feb., p. 123)
Organizational Engineering: A New Method of Creating High-Performance Human Structures, Gary Salton (Dec., p. 115)
Organizational Transformation and Process Reengineering, Johnson A. Edosomwan (Aug., p. 141)
Outcome Management: Redesigning Your Business Systems to Achieve Your Vision, C. Dan McArthur and Larry Womack (May, p. 162)
The Power of IT: Maximizing Your Technology Investments, Timothy Braithwaite (Oct., p. 146)
Preparing Your Company for QS-9000: A Guide for the Automotive Industry, Richard Clements, Stanley M. Sidor, and Rand E. Winters Jr. (April, p. 136)
Preparing Your Company for QS-9000: A Guide for the Automotive Industry, second edition, Richard Clements, Stanley M. Sidor, and Rand E. Winters Jr. (Nov., p. 129)
Productivity Measurement and Improvement: Organizational Case Studies, Robert D. Pritchard, editor (July, p. 126)
The QS-9000 Answer Book: What You Need to Survive an Audit, Radley M. Smith (Nov., p. 133)
QS-9000 Handbook: A Guide to Registration and Audit, Jayanta K. Bandyopadhyay (Nov., p. 133)
Quality Assessment for Healthcare: A Baldrige-Based Handbook, Ned Barber (Nov., p. 129)
Quality in Education: An Implementation Handbook, Jerome S. Arcaro (Oct., p. 146)
Quality in Higher Education, Brent D. Ruben, editor (April, p. 136)
The Quality Improvement Handbook: Team Guide to Tools and Techniques, Roger C. Swanson (April, p. 138)
Real Dream Teams: Seven Practices Used by World-Class Team Leaders to Achieve Extraordinary Results, Bob Fisher and Bo Thomas (Dec., p. 116)
Reengineering Management: The Mandate for New Leadership, James Champy (Feb., p. 123)
Reengineering the Training Function: How to Align Training With the New Corporate Agenda, Donald Shandler (Nov., p. 133)
Secrets of a Successful Employee Recognition System, Daniel C. Boyle (March, p. 108)
Staffing the New Workplace: Selecting and Promoting for Quality Improvement, Ronald B. Morgan and Jack E. Smith (Oct., p. 149)
Statistical Methods for Engineers and Scientists, third edition, Robert M. Bethea, Benjamin S. Duran, and Thomas L. Bouillion (Feb., p. 124)
Statistical Process Control Methods for Long and Short Runs, second edition, Gary K. Griffith (Sept., p. 197)
Statistical Process Control and Quality Improvement, second edition, Gerald Smith (May, p. 164)
SuperMotivation: A Blueprint for Energizing Your Organization From Top to Bottom, Dean Spitzer (June, p. 126)
Sustaining High Performance: The Strategic Transformation to a Customer-Focused Learning Organization, Stephen G. Haines and Katie McCoy (June, p. 126)
Taguchi Techniques for Quality Engineering, second edition, Phillip J. Ross (Aug., p. 141)
A Toolkit for Quality Improvement and Problem Solving, David Straker (Jan., p. 133)
Total Quality Management: Implications for Higher Education, Allan M. Hoffman and Daniel J. Julius, editors (March, p. 110)
Total Quality in Managing Human Resources, Joseph A. Petrick and Diana S. Furr (May, p. 164)
Total Quality Service: A Simplified Approach to Using the Baldrige Award Criteria, Sheila Kessler (Sept., p. 197)
TQM for Information Systems Management: Quality Practices for Continuous Improvement, James W. Cortada (May, p. 164)
TQM and ISO 9000 for Architects and Designers, Charles Nelson (Dec., p. 116)
The Transition to Agile Manufacturing: Staying Flexible for Competitive Advantage, Joseph C. Montgomery and Lawrence O. Levine (Oct., p. 150)
Understanding ISO 9000 and Implementing the Basics to Quality, D.H. Stamatis (Feb., p. 125)
United We Stand: The Unprecedented Story of the GM-UAW Quality Partnership, Thomas L. Weekley and Jay C. Wilber (Aug., p. 141)

Cyberquality (column by Jim Clauson)

- List Relays Large Quantity of QUALITY Messages (Jan., p. 107)
 ASQC Connects Its Members Via Its BBS (March, p. 94)
 Relaying QFD Messages Around the World (May, p. 137)
 Discussion List Focuses on ISO 9000 Standards (July, p. 109)
 Peter Senge's Ideas Live On Via the Learning-Org (Sept., p. 153)
 Continuing and Expanding Deming's Legacy (Nov., p. 112)

Editorial Comment (column by Brad Stratton)

Dr. Juran Goes to Washington (Jan., p. 5)
The Limit of Technologies (Feb., p. 5)
Reimann Is a Tough Act to Follow (March, p. 5)
Use Magic to Teach Youths About Quality (April, p. 5)
A Joyous History of Quality (May, p. 5)
Exercising a Bias Toward Action (June, p. 5)
Prepare Today for Quality's Future (July, p. 5)
The Department of Redundancies Department (Aug., p. 5)
What's Going On at U.S. Universities? (Sept., p. 5)
Quality Professionals Are Getting Wired (Oct., p. 5)
After You've Looked at the Salary Survey... (Nov., p. 5)
One Hour a Week (Dec., p. 5)

News (compiled by Laura Struebing)

January

Acer America Expands Its Customer Service Programs (p. 10)
NMSU Colleges Unite to Meet Manufacturing Needs (p. 10)
Studies Report Benchmarking Best Practices Pays Off (p. 12)
Five Get Site Visits for Health Care and Education Pilots (p. 12)
Overall ACSI Score Declines for 1995 (p. 13)
Study Finds That Change Equals Survival for Midsize Manufacturers (p. 14)
BMP Program Helps Companies Achieve Excellence (p. 16)

February

Is Performance Being Managed for the Long Term? (p. 14)
Results at the Touch of a Button (p. 14)
Survey Reveals Better Planning Is Needed in New Product Development (p. 16)
Survey Provides Ongoing Analysis of the Manufacturing Industry (p. 18)

March

But How Do the Groceries Get Through That Tiny Cable? (p. 14)
Construction Company Given Japan's Highest Quality Honor (p. 14)
Self-Service Kiosk Promises to Aid Human Resources Staffs (p. 17)
TQM Makes a Difference With Food Service Distributors (p. 17)
Ford Enhances Efficiency and Quality by Combining Computer Technologies (p. 18)
Outsourcing Is the Answer—Or Is It? (p. 20)

April

P&G CEO Pepper Shows His Support for TQO as Researchers Report Their Progress, Brad Stratton (p. 14)
Klaus Joins *Quality Progress* Staff (p. 20)
Group's Clients Most Often Use Benchmarking for Human Resources Improvements (p. 20)
GAO Symposium Uncovers Eight Principles for Managing People (p. 21)

May

Receive a QA Degree Over the Internet (p. 15)
Saturn Extends Its Sales and Service Approach to Used Cars (p. 15)
U.S. Line Executives Lead Training Classes (p. 17)
Manufacturing Extension Partnership (p. 17)
American Businesses Agree That Teams Work (p. 18)
10 Ways to Deal With Organizational Change (p. 18)

June

ASQC, IHI Organize Local Groups to Prevent Motor Vehicle Injuries, Brad Stratton (p. 16)
Videos Showcase 1995 Baldrige Award-Winning Ways (p. 18)
Survey Finds Day Care Services Reduce Worker Absenteeism and Increase Productivity (p. 18)
ASQC Net Changes for the 1996-97 Member Year (p. 19)
Hertz Named Baldrige Award Program Director (p. 22)
Strategic Plans Don't Produce Desired Results (p. 22)
Study Reveals Technology's Role in Customer Satisfaction (p. 22)

July

Plans Under Way for the Launch of PaQ for Education (p. 14)
Eight Ways to Reduce Employee Stress (p. 14)
ASQC Approved by Big Three as QS-9000 Database Provider (p. 15)
1996 Baldrige Award Applicants (p. 16)
Partnership to Create a Model for Healthier Communities (p. 16)
Developer Says WORKOUT Program Achieves Results Faster Than TQM (p. 18)
America's Family and Medical Leave Act (p. 19)
Study Shows Trend Toward Nonfinancial Measurement (p. 19)

August

Reconfigurable Manufacturing Systems to Help U.S. Firms Compete (p. 14)
Survey Highlights Why Best-in-Class Companies Lead the Pack (p. 14)
Program to Improve Corporate Satisfaction With Lawyers (p. 17)
ACSI Score Continues to Decline (p. 17)
SME's Certified Enterprise Integrator Program (p. 20)
Seven Key Characteristics of Process Improvement Programs (p. 20)
Healthier Communities Fellowship Applications Being Accepted (p. 20)

September

Federal Partnership Training Network Advances Toward Maturity, Linda Mason (p. 8)
WQC Formed to Improve World Quality (p. 10)
Quality-Based Federal Procurement Policy Recommended (p. 12)
Survey Finds Manufacturing Firms Are Customer Focused—To a Point (p. 13)
TV Documentary Profiles Japan (p. 16)

October

Mobil Offers Full Service at Regular Prices (p. 14)
Grant, ASQC Honorary Member, Dead at 99 (p. 14)
Study Reveals Companies Are Dissatisfied With Outsourced Providers (p. 14)
Examiners Needed for 1997 Baldrige Award (p. 16)
Who Cares About the Cost of Quality (p. 17)
Research Shows Rewarding Individual Goals Can Hinder Team Success (p. 17)
Word-of-Mouth Recommendations Promote Service Quality (p. 18)

November

TQO Roundtable Encourages Business and Academia to Debate Quality Research, Leigh Ann Klaus (p. 14)
Will Deming's Principles Work for a Community? (p. 16)
IRS Is Lowest Ranked Service in United States (p. 17)
Manufacturers Collaborate on a Supply-Chain Process Reference Model (p. 18)
Marketing and Sales Certification Program Receives Accreditation (p. 20)
Registration Opens for Quest for Excellence IX (p. 20)
More Retailers Are Embracing Customer-Focused Operations and Technologies (p. 21)

December

Does Your Company Invest Your Time Wisely? (p. 10)
Investing in Quality Pays Off for General Securities (p. 10)
Building Communications Team Receives the Hammer Award (p. 12)
ASQC Offers the IRS Suggestions for Its Quality Improvement Initiatives (p. 14)
Using Credit Cards Cuts Procurement Costs and Improves Efficiency (p. 14)

One Good Idea

Death and the Quality Audit, Edmund S. Fine (Jan., p. 144)
Cheese Isn't Just for Eating Anymore: Use It to Introduce Basic Quality Concepts, John J. Lawrence and John S. Morris (Feb., p. 136)

Company Profiles Provide Concise and Timely Information, Richard W. Sherman (March, p. 120)
 There's Gold in Them Thar Failures! Edmund S. Fine (April, p. 152)
 Corrective Action in the Real World, Ken Paxton (May, p. 184)
 Use the Cause-and-Effect Diagram to Manage Conflict, Deborah Donndelinger and Barbara Van Dine (June, p. 136)
 Celebrating Quality the Cheap Way, Frederick Kolano (July, p. 136)
 Make 'em Laugh, Make 'em Laugh, Make 'em Laugh, Mike Micklewright (Aug., p. 152)
 The Quality Chain, Tom Troczynski (Sept., p. 208)
 Take a Gamble: Play Poker at Your Next Training Session, David H. Willis (Oct., p. 160)
 A New Use for an Old Tool, Sharon Johnson and Michael Reagan (Nov., p. 144)
 Use the Step-Phase Model to Assess Organizational Change, Steven K. Ellis (Dec., p. 128)

Standards (compiled by Laura Struebing)

January

RAB Develops Its Own Environmental Management Program (p. 19)
 National Standards Systems Network Goes On Line (p. 19)
 ESD Association to Update MIL-STD-1686 (p. 20)

February

RAB Moves Forward With EMS Accreditation Plans (p. 21)
 National ISO 9000 Support Group Web Page Now Available (p. 21)
 Ford Launches Major ISO 9000 Awareness Campaign (p. 22)

March

Survey Finds ISO 9000 Registration Is Market Driven (p. 23)
 New Guide Highlights EU Harmonization of Standards (p. 23)
 RAB Certifies More Than 3,000 Auditors in Four Years (p. 23)

April

Coming Soon: Single Auditor Certification (p. 26)
 Mass Metrology Comparisons to Enhance Trade (p. 27)

May

Registration Changes Loom in QS-9000's Future, Amy Zuckerman (p. 21)

June

ASQC Sections Help Auditors Gain RAB Certification (p. 25)
 DNV Acquires AT&T Quality Registrar (p. 26)

July

How Companies Miss the Boat on ISO 9000, Amy Zuckerman and Alan Hurwitz (p. 23)
 Knappenberger Elected RAB Board Chairman (p. 25)
 Free ISO 9000, QS-9000, ISO 14000 Booklet Available (p. 25)

August

RAB Accredits EMS Registrars for Pilot Program (p. 22)
 ISO 14000 Receives Final Touches (p. 22)
 International Meetings Seek Improved Trade (p. 24)
 Experts Join U.S. Embassies in Argentina and Mexico (p. 24)

September

RAB Selects Five Registrars for EMS Pilot (p. 20)
 Report Available on ISO Environmental Standards (p. 20)
 Russia and NIS Executives Learn About U.S. Standards Systems (p. 21)
 Companies Need Quality Management (p. 21)

October

Law Could Require the Federal Sector to Use ISO 14000, Michael A. Ross (p. 22)
 ISO 9000 Changes in Progress (p. 23)
 Better Laboratory Accreditation Envisioned for Future (p. 24)

November

ISO 14000: Friend or Foe? Stephen Barlas (p. 23)
 Top Japanese Standards Official Discusses Recent Developments, Amy Zuckerman (p. 24)
 Mideast Seeks Standards Harmony (p. 28)

December

Will the OHSMS Standards Become a Reality? Stephen Barlas (p. 19)
 ANSI, RAB Agree to Establish National Accreditation Program (p. 20)
 United States and Egypt Collaborate in Standards and Metrology Effort (p. 21)
 Quality Auditor Certification Program Changes Announced (p. 21)

Statistics Corner (column by Bert Gunter)

Graphical Methods and Principles for Data Analysis II: Two Real Examples of Principal Component Analysis of Curves (Feb., p. 109)
 Data Mining: Mother Lode or Fool's Gold? (April, p. 113)
 Fundamental Issues in Experimental Design (June, p. 105)
 Improve Experimental Sensitivity Through Blocking (Aug., p. 124)
 Second-Class Citizens and Experimental Design (Oct., p. 127)

Authors

Autry, James (Management)
 Bahr, Morton (Quality Profession)
 Bailey, Duncan (Education)
 Beck, John D.W. (Teamwork)
 Becker, George (Quality Profession)
 Beechner, Alice B. (Standards)
 Bellens, Jan (Standards)
 Bemowski, Karen (Customer Loyalty, Management, MBNQA, NQM, Quality Profession)
 Bennett, Jerome V. (Education)
 Bezold, Clement (Quality Profession)
 Blodgett, Nancy (TQM)
 Bluestone, Irv (Quality Profession)
 Breisch, Roger E. (Management)
 Broetzmann, Scott (Management)
 Chaplin, Edward (Health Care)
 Cleary, Barbara A. (Education)
 Cooley, Sheryl L. (Special Report)
 Cremer, Christopher J. (Quality Profession)
 Crom, Steven (Teamwork)
 Cummings, Leonard (Education)
 DePalma, David (Management)
 Desai, Mahesh P. (Supplier QA)
 Dew, John R. (Self-Improvement)
 Dighe, Atul (Quality Profession)
 Drew, James H. (Management)
 Duhatschek, Marty (Management)
 Ellis, Wayne C. (SPC)
 Evans, James R. (Education)
 Fitzsimmons, Charles F. (Human Resources)
 France, Herbert (Teamwork)
 Freeman, Michael G. (History)
 Fussell, Tye R. (Management)
 Gaudard, Marie (Small Business)
 Gershon, Mark (Quality Profession)
 Goodman, John (Management)
 Green, Donna (Education)
 Hale, Gregory J. (Standards)
 Hanchett, Marilyn (Quality Profession)
 Harrison, Gerald (Standards)
 Hart, Roger D. (Special Report)
 Hauser, Reuben Z. (Teamwork)
 Hawley, John K. (Management)

Statistical Quality Control... with Quantum Training Aids.



Versatile training tools to
simulate and demonstrate statistical quality
control principles, from...

2895 42nd Ave. N.
St. Petersburg, FL 33714
813-528-8566
Fax 813-528-8862



Circle #76

There's one intelligent Coating Thickness Gauge that knows the difference!

Automatic. Ferrous/Non-Ferrous selection to suit a wide range of applications:

- Versatile on both powder coatings and anodising.
- Approved for automotive and appliance manufacture.
- Ideal for the aerospace and aluminium frame industries.
- Tough enough for use on marine and structural steelwork.

THE NEW
345
FNF



Available with either an integral or a separate probe, this is the perfect low-cost, pocket-size gauge to put instant quality assurance at the point of coating. Phone or fax now for full details.



elcometer

QUALITY ASSURANCE FOR: COATING THICKNESS, POROSITY,
ADHESION, CLIMATE MONITORING, ABRASION, GLOSS, SURFACE PREPARATION,
MATERIAL AND WET FILM THICKNESS.

Elcometer Inc.

Circle #53

1893 Rochester Industrial Drive, Rochester Hills, Michigan 48309
Tel: 810 650 0500 Fax: 810 650 0501 (Toll Free Within USA: 800 521 0635)

Hemenway, Caroline O. (Standards)
Hemphill, Delores (TQM)
Hilary, Rachel (Standards)
Hoyer, Robert W. (SPC)
Hybert, Pete (Supplier QA)
Jaycox, Michael (Teamwork)
Johnson, Homer H. (Education)
Joiner, Brian L. (Special Report)
Klaus, Leigh Ann (Education)
Kluge, Robert H. (Human Resources)
Koch, James E. (Standards)
Lawrence, John J. (TQM)
Leach, Lawrence P. (TQM)
Leo, Richard J. (Management)
Lincoln, Sarah (Teamwork)
Lovitt, Mike (Standards)
Lunsford, Jim (Education)
Luther, David B. (Quality Profession)
Macfarlane, Malcolm L. (Standards)
Manley, John (Education)
Manley, Robert (Education)
Massnick, Forler (Planning for Quality)
Masters, Robert J. (TQM)
Maul, Gary P. (Performance Measurement)
Mayor, Anibal Joseph (Management)
Milliken, Weston F. (MBNQA)
Morgan, Mark W. (Performance Measurement)
Nickols, Frederick W. (Management)
Nogami, Glenda Y. (Survey Development and Administration)
Paterno, Joseph J. (Small Business)
Piczak, Michael W. (Teamwork)
Prie, Art (Teamwork)
Propst, Annabeth L. (Quality Profession)
Provost, Lloyd P. (Human Resources)
Pyzdek, Thomas (Management)
Regel, Terry (Auditing)
Rosenberg, Jarrett (Customer Satisfaction)
Rubinstein, Sidney (Quality Profession)
Russell, J.P. (Auditing)
Ryan, John (Quality Profession)
Schoof, Jill (Small Business)
Schuman, Sandor P. (Teamwork)
Scotto, Michael J. (Standards)
Scully, John P. (TQM)
Sharples, Kathleen A. (Education)
Shearer, Clive (TQM)
Silverman, Lori L. (Quality Profession)
Sirvanci, Mete (Education)
Slusher, Michael (Education)
Sproul, R.M. (Human Resources)
Stoelb, Dan (Management)
Stratton, Brad (Government, History, Quality Profession, Special Report)
Strubbing, Laura (Customer Loyalty, Directories, Performance Measurement, Special Report, Standards)
Sutter, Rick (Quality Profession)
Swain, Mike (Education)
Taylor, Michael J. (Auditing)
Vloeberghs, Daniel (Standards)
Wallus, Mary Rose (Directories)
Weller, L. David (Education)
Welsh, Frank (Health Care)
Wetzel, David K. (Performance Measurement)
Williams, Lynn R. (Quality Profession)
Wilson, Lawrence A. (Standards)
Wilson, Paul E. (Quality Profession)
Wolverton, Mimi (Education)
Yeager, Neil M. (Teamwork)
Yearout, Stephen L. (Management)
Zuckerman, Amy (Standards)

